

# **OUR CONSULTING PRACTICE**

**A**

# **PROFILE**

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## **COMPANY PROFILE**

**May Hinds Consulting Inc.** is a Barbados-based regional consulting organization specializing in people development, training and business development. Our mission is to assist businesses in optimizing their performance through developing their human resources and management systems to deliver high quality services.

The firm draws on the expertise of a pool of local, regional and international consultants. This partnership approach is designed to ensure that the best mix of skills is applied to provide the most effective solutions for its clients, and that tangible business benefits are derived.

The firm has executed several and varied technical assistance projects in the tourism sector of 19 countries in the Caribbean region on behalf of Regional and International Funding Agencies such as the Organization of American States (OAS), Caribbean Development Bank (CDB), the Inter-American Development Bank (IADB), Canadian International Development Agency (CIDA) /Caribbean Human Resource Development Program for Economic Competitiveness (CPEC) in the Commonwealth Caribbean. These projects were executed in collaboration with regional governments (ministries of tourism), national tourism organisations, national hotel and tourism associations and the private hospitality/tourism sector.

Over a period of twelve years (1988-2000), the firm was contracted by the Organization of American States to provide technical assistance to Caribbean governments in the area of small hotel development, with special focus on hotel management and marketing.

For several years, the firm was the Barbados-based associate of the ARA Consulting Group (Canada), a division of KPMG (LLP). The regional and international reach of the consulting firm has resulted in excellent contacts within the regional and international business community, in particular the tourism /hospitality sector.

In 2000, “**Customer Service Strategies by May Hinds**” was introduced as the centrepiece of a service diversification and corporate repositioning strategy which aimed to extend the consultancy’s focus beyond the initial client market of small hotels.

The Customer Service Strategies product provides organisational development, including training which targets from top management to line employees. In Barbados, May Hinds Consulting Inc. is the hospitality/tourism consulting firm of choice, designing, implementing and evaluating service quality interventions for the Government of Barbados and for private sector companies across productive sectors (Tourism, Manufacturing and Retail) and educational institutions.

The firm has successfully executed strategic planning interventions, designed and implemented inventory management and control systems, performance management and review systems and developed service standards to measure customer satisfaction for a number of leading tourism and hospitality enterprises on the island.

All four of the leading public and private sector tourism agencies in Barbados (Ministry of Tourism; Barbados Tourism Authority; Tourism Development Corporation and the Barbados Hotel and Tourism Association) have contracted the service of May Hinds Consulting.

Other past and present clients include; **Organization of American States; Caribbean Development Bank/ Caribbean Technological Consultancy Services Network; Organisation of Eastern Caribbean States Trade Policy Project; St. Lucia Chamber of Commerce, Industry and Agriculture; Jamaica Tourist Board; ARA Consulting Group (Canada), a division of KPMG (LLP);** hotels and resorts, (such as the American Automobile Association (AAA), Five Diamond Award winner **Sandy Lane**); **Nisbeth Plantation Beach Club** – Nevis; **Poinciana Beach Resort**- Negril, Jamaica; restaurants, (including **The Tides Restaurant and Art Gallery, Champers and Mango’s by the Sea**); attraction-based companies (**Premier Attractions of Barbados**); transportation service providers(**Johnson’s Tours**); **Stoutes Car Rental Limited; Bridgetown Cruise Terminal Inc; Grantley Adams International Airport Inc; Vance W Amory International Airport** –

Nevis; **First Caribbean International Bank; Lex Caribbean; Purity Bakeries; Barbados Community College- Hospitality Institute and Cave Hill Campus University of the West Indies.**

May Hinds Consulting commits to delivering high quality service that ultimately adds value to its clients.

**The firm has received many accolades over the years. Milestones include:**

- Barbados Hotel and Tourism Association – Supporting Services Member of the Year (Barbados, 2004)
- Barbados Hotel and Tourism Association – Appreciation Award (Barbados, 2002)
- Ministry of Foreign Affairs Tourism and International Transport –Certificate of Appreciation for Invaluable Service in the Area of Tourism Development (Barbados, 1997)
- Barbados Hotel Association – Associates Award in recognition of contribution to the BHA- (Barbados, 1992).

May Hinds Consulting Inc. is a member of the Barbados Hotel and Tourism Association (BHTA) and the Caribbean Tourism Organisation (CTO).

**CORE TEAM**



**RESUMES OF CORE TEAM**

**May Hinds, MSc. FIMCA. MIH**

May Hinds is the founder and team leader of May Hinds Consulting Incorporated. She was among the first batch of students from the Samuel Jackman Prescod Polytechnic, Hotel School Division where she graduated in 1972, with a two-year Diploma (Credit) in Hotel Middle- management. She entered the work environment and rose steadily up the management ranks until she was appointed one of two Barbados directors of Siestal Limited- a consortium of Canadian travel related companies operating two small- medium sized south coast hotels (Sand Acres and Rockley Surf).

After wrapping up the company's operations 10 years later, she immediately founded her own consulting practice, initially catering to the small hotel niche with the vision of transforming that sub-sector. The ongoing use of the name "**Intimate Hotels of Barbados**" is a legacy of that vision.

A recognised expert in small hotel development and human resources development and training in the hospitality and tourism sectors, May has led and contributed to several and varied technical assistance projects in 19 countries in the Caribbean region, as well as Central and South America and Europe.

Over a period of nine years (1988-1997) she served as specialist consultant in the areas of hotel management and marketing and directed the Organisation of American States (OAS) assistance to small hotels through technical assistance projects in Barbados, St Lucia, and the Cooperative Republic of Guyana. The first assignment which she managed and coordinated was over a period of six years (1988- 1994) for the Barbados Ministry of Tourism and Sports. The **Small Hotels Assistance and Recovery Project (S.H.A.R.P.)** included 14 small hotels comprising 300 rooms. The S.H.A.R.P brought together two other consulting firms namely Peat Marwick Associates (Financial Consultants) and Selby Rose and Mapp Architects Limited (Architect/Planners). A marketing strategy and plan was developed and implemented, and a central reservations system (CRS) established for the 14 properties trading as the **Intimate Hotel of Barbados**. By working closely with selected travel trade intermediaries in the main tourism generating markets, revenue generated for the

period the CRS was managed by the project was BDS \$ 548,230.00, with maximum achieved room rates of US\$ 82.

From the year 1995 until 1997 May Hinds served as OAS Resident International Consultant to the Government of St Lucia and directed a team of consultants who provided technical assistance to that government to strengthen its institutional competence for the development of small properties within the tourism sector. A 5 year plan for the development of small properties in St Lucia was developed and implemented. She also provided technical support to the Central Reservations Facility for the small properties falling under the umbrella of **Inns of Saint Lucia**.

Her last (OAS) assistance to small hotels technical assistance project was from 1997 – 2000. During that time May served as Regional Project Coordinator/Consultant for the OAS-funded regional technical assistance initiative “**Caribbean Tourism Competitiveness and Sustainability Programme (Small Hotels)**” conceptualised to assist small local entrepreneurs improve their operations. The OAS CTCS Project involved all 14 OAS member states. The comprehensive long-term assistance program attracted support from other regional and international agencies.-1200 small hotels comprising 16,700 rooms. May worked with a multi disciplinary team of regional and international consultants, in her role as Regional Coordinator. Among other roles, she was co-designer of the needs assessment approach and provided overall management for its execution.

In 1997 she served as the local counterpart working with the ARA Consulting Group Inc (Vancouver, Canada), for the Inter American Bank funded **Barbados Tourism Development Programme Sub programmes A – Small Hotel Tourism Sector**. This study component comprised audits, surveys, work on investment, timeshare, all-inclusive and Gems of Barbados experience; working group workshops, and preparation of recovery plan including policy, marketing and implementation. The following year ARA Consulting Group Inc (Vancouver, Canada), was awarded a contract by the Caribbean Development Bank to develop a strategy and program to improve the performance, profitability and long-term viability of the Small Hotels Sub-sector in Grenada. May was responsible for Project Coordination and

Consultation Management as well as Hotel Programs and worked closely with the project team comprising international consultants in the fields/areas of hotel operations, physical plant and finance.

In 2000, May directed the Tourism Development Corporation (TDC) funded tourism awareness and information training initiative, targeted at the members of the Royal Barbados Police Force from stations in high-density tourist locations, the Regional Police Training Centre Recruits, Island Constables, other Security Personnel employed in the hospitality/tourism sector and Immigration and Customs Officials. She designed a training module and materials, and delivered the training workshops for approximately 109 persons.

Between 2001 and 2002 the initiative was sustained by the Ministry of Tourism and International Transport. This second series targeted approximately 93 members of the RBPF, and Representatives of the Media. During this period, the Ministry of Tourism commenced its Safety and Security Programme aimed at enhancing the skills and knowledge of Security Officers working in the accommodation sector as well as in the ports of entry. Approximately 64 Security Officers were exposed to this training which was conducted by May and members of the RBPF.

Since 2000 May has managed and coordinated several service quality interventions for Caribbean enterprises to nurture a business culture where providing exceptional service is a pleasure and not equated with debasing servitude. Through a service diversification and corporate repositioning strategy which extended the consultancy's focus beyond the initial client market of small hotels, May has been instrumental in leading the core team and associate consultants in designing, implementing and evaluating service quality interventions for the public sector and private sector companies in the Caribbean region across productive sectors (Tourism, Manufacturing and Retail) and educational institutions.

Between 2001- 2005 May directed the Barbados Hotel and Tourism Association's partially funded Technical and Vocational Education and Training (TVET) Council Customer Service Strategies by May Hinds training programme designed to improve the quality of customer service delivered by workers at all levels of the tourism sector.

600 tourism workers were trained, representing 33 BHTA member organisations.

In pursuit of her own personal development and professional excellence In 2004, May was among the first cohort of Senior Practitioners in the Hospitality and Tourism industry in the Caribbean to obtain a work-related, project-based Master of Science degree (Hospitality and Tourism Management) through the unique professional mastery programme based on the **authentic** Action Learning concept run by the International Management Centres Association (IMCA) and Revans University. Her Research Topic entitled **“Achieving Service Excellence: Customer Service Strategies for the Hospitality/Tourism Industry in Barbados”**, spawned discussions that eventually led to the creation of the National Initiative for Service Excellence (NISE). In recognition of her outstanding record of service to Barbados and the Caribbean hospitality and tourism industry, she was invited to join IMCA & Revans University Honorary Court and received the honorary professional Doctor of Management degree in 2006.

Subsequent to 2004 May managed and coordinated the OAS funded tourism training and certification programme for the Federation of St. Kitts and Nevis, the goals of which were to improve the service levels in the tourism industry and broaden the Federation’s appeal as a preferred quality tourism destination. The key objectives of the Tourism Training and Certification Programme were to establish national standards, best practices and training programmes to ensure the growth and sustained development of the tourism sector. Among other roles, she was co- designer of the needs assessment approach and provided overall management for its execution.

Some of the service quality interventions she is currently managing and coordinating are in the restaurant sub-sector. These interventions involve strategic planning, institutional strengthening, operations systems and the developing of service standards all aimed at organisational development and bottom line improvement for the majority of these enterprises which have in the past or are presently award winning restaurants.

In the accommodation sub-sector, May manages and coordinates a service evaluation programme for the AAA Five Diamond Rated Sandy Lane which comprises

measuring customer satisfaction at the Port of Entry (Grantley Adams International Airport) and across departments which include Reservations, Reception, Housekeeping, Food and Beverage, Recreation and Gift Shops. She also facilitates the Service Leaders Forum, a forum which brings together the Coaches (Managers) who are accountable for the delivery of quality service in their department to evaluate results.

She is a fellow of IMCA and a member of the Institute of Hospitality (MIH). She is also a member of the Executive Council of the Barbados Youth Business Trust (BYBT) where she is also serves as a Business Mentor.

In 2006 May served as Chief Judge for the inaugural Barbados Tourism Awards and in 2007 also served as one of nine Judges comprising the assessment team.

She is frequently asked to speak on or facilitate events where the subject matter is service quality or a related topic and has also authored several articles on the hospitality industry.

**Henderson B. Holmes, BSc (Hons.), FIMCA**

Henderson Holmes is a graduate of the St. Augustine campus of the University of the West Indies, with a BSc (Honours) degree in Industrial Management. He was also trained in consulting for small and medium-sized business development and is a Fellow of International Management Centres Association (FIMCA).

After a stint in the Barbados Civil Service where he left in the position of Senior Auditor in the Auditor General's Department, he was involved in economic development planning and administration for over 20 years during which time he held a number of positions within the Barbados Investment and Development Corporation (BIDC) culminating with that of Director of their New York Office.

Since leaving the BIDC in 1999 he held the position of Managing Director of a Barbadian subsidiary of a US data management company.

From 2001 he worked as a consultant in the region. Among the projects he completed in this capacity was a World Bank-Funded project executed by the Caricom Secretariat, where he was responsible for doing investment climate studies of Bahamas, Jamaica, Trinidad and Tobago, and Barbados. He was also the sole consultant hired by the National Development Corporation of Dominica, to study the economic development landscape in that country and advise on the approach the country should take to expand its information and communications technology sector.

Prior to taking up his current position of Executive Director of the Barbados International Business Association, he had returned to the Barbados Investment and Development Corporation for two (2) years as a consultant responsible for developing and executing programmes to expand the international business sector in Barbados.

In this role he was responsible for the planning and staging of the very successful Barbados International Financial Services Conference 2003, which attracted participation from North America, Europe and the Caribbean.

As a member of the May Hinds Consulting team since 2002, he assumes leadership in the delivery of strategic planning and inventory management and control assignments, but plays an invaluable analytical and quality assurance role on most other projects.

#### **E. Anton Norris, MBA**

Anton Norris holds a Master of Business Administration (MBA) degree in Management and International Business from New York University Graduate School of Business Administration, and a Bachelor of Arts degree with honours in Economics and Business Administration from the Inter-American University of Puerto Rico.

Anton has worked in business development for most of his career, while a senior executive of the Barbados Investment and Development Corporation, where he served as a Divisional Director and Acting Chief Executive Officer. He was also Director of the Corporation's North American Operations, based in New York. He has assisted the promotion, start-up and development of a large number of local and international businesses and successfully implemented several technical assistance initiatives.

As a consultant, Anton also served as Regional Technical Advisor to the Investment Promotion and Export Development (IPED) Project, in the Economic Affairs Secretariat of the Organisation of Eastern Caribbean States, under the aegis of the United States Agency for International Development (USAID).

Anton's international business experience has facilitated the development of meaningful networking relationships, especially through presentations at seminars, workshops and trade expositions.

As an Associate Consultant of May Hinds Consulting Inc., Anton plays an important role in the design and execution of the company's strategic planning initiatives.

Anton was a key member of the consulting team responsible for executing a project funded by OECS Trade Policy Project for the St. Lucia Chamber of Commerce,

Industry and Agriculture; the consultants were responsible for conceptualizing the first business forum and facilitating the first business forum.

As a sports enthusiast, Anton has represented Barbados with success as a high jumper at the Pan American Games, Commonwealth Games and Central American and Caribbean Games, holding the national record for some twenty years. He has also played cricket as a fast bowler for Barbados.

#### **Ronnie Michael St. John Bsc. (Hons.) UWI**

Ronnie St. John is a graduate of the University of the West Indies at Cave Hill with a Bachelor of Science degree in Public Administration. He has specialized training in Marketing Research at the Nielsen Burke Institute for Marketing Research in Cincinnati USA. He has been trained in managing the Marketing Research process in data gathering and analysis, forecasting, pricing research and the measurement of customer satisfaction. His training also includes the design and construction of questionnaires.

After a two year stint working with two south coast hotels, Mr. St. John spent two years as a secondary school teacher, before attending the University of the West Indies.

On graduation he spent two years with the development program of the Caribbean Conference of churches, working on small scale development projects in five Caribbean Islands, including Martinique and Guadeloupe. Successful projects include the Hawthorne day care centre and the St. Lucy school steel-band in Barbados.

His next assignment was at the Barbados Industrial Development Corporation as its Senior Research Officer helping to develop business proposals in manufacturing and administering the Fiscal Incentive Program for the sector. While at the BIDC he attended a six week course on Economic Development in Small Economies at the World Bank in Washington DC.

From the year 1989 until 2000 Mr. St. John joined Cable and Wireless in Barbados, helping to develop its marketing capability. He undertook several roles in the department especially its Marketing Research, Planning and Strategy and also developed its capabilities in forecasting demand, revenue and developing its company wide operational reports. He also successfully led a Re-Engineering program to improve the company's installation process.

From the year 2000 he transferred to its Regional Operations based in the Cayman Islands. He took responsibility for marketing research, developing a virtual team located in four different islands and developing an infrastructure to use the team effectively; coordinating all research projects across the 15 regional locations completing over 60 projects in a three year span, using the virtual team and a network of sub contractors located in Barbados and Jamaica

Subsequent to 2003 Ronnie has provided consulting services for clients including RBTT, Cable and Wireless (Grenada) and BCB communications, an arm of BS& T. As an Associate Consultant of May Hinds Consulting Inc., Ronnie serves as an analyst working on service audits to measure the quality of service of client organisations, and surveys to measure employees satisfaction with their employer.

**SUMMARY RESUMES OF ASSOCIATES**

**Roger LeFrancois MA (Econ), B.A (Econ)**

Our main international associate is Roger Lefrancois. He specializes in tourism planning, design and implementation of tourism projects, with a basis in consultation, market analysis, business planning, and sustainability. Roger founded his own consulting company, HLA Consultants, in 1977 and has operated it since. He has undertaken numerous national and international consulting assignments.

He has considerable experience in tourism planning, with a strong emphasis on awareness and implementation. He has designed and managed the preparation of tourism master development plans for large regions, product development plans, market studies, and financial analyses for specific projects. He has a very good knowledge of tourism markets and visitor preferences for a wide variety of experiences, regions and countries.

At a business level, he focuses on the factors necessary to develop a viable tourism industry nationally, and on the factors which recognize sustainable environmental, social and economic objectives. He has consulted at micro levels to communities, corporations and at macro levels to countries, on preferred directions and positioning for product development and enhancement. Much of his work recognizes principles of biological and cultural diversity. Some of the challenges he often addresses include:

- the integration of communities with the built and natural resources in the planning of tourism experiences
- ensuring the communities benefit, in as broad a sense as possible
- planning so the investments and operations are financially sustainable
- identifying and providing direction for the “champions” to make the entire project work
- ensuring the environment resources are sustained and enhanced, where possible
- ensuring the integrity of the traditional cultures are maintained
- not least, enabling for the communities to be integral to the plan and projects.

Since 1985 Roger has worked extensively internationally, with a strong focus in the countries of the Caribbean islands, Central America, and South America. He also completed an assignment in Saudi Arabia in 2002 and Gabon, Africa in 2004. In his work, he has traveled extensively through the Caribbean region, working with government, industry, and the people.

**J. Anthony Hall, D.Mgmt. M.A., C.H.A**

Our main regional associate is Anthony J. Hall a former Lecturer (Undergraduate & Graduate levels) in Hospitality and Tourism Management at the University of the West Indies - Nassau, Bahamas and Mona, Jamaica campuses, Nova Southeastern University in the United States and Revans University/IMCA, Dr. J. Anthony Hall has over forty years experience in the Hospitality and Tourism field. He has held a variety of senior hotel management positions in the United States, Canada and Jamaica including General Manager of three hotels in Jamaica.

He holds a Bachelors degree (B.A.) Ryerson University, Toronto, Canada in Hotel and Tourism Management, a Masters degree (M.A.) George Washington University, Washington, D.C. in Tourism Education and Human Development and the Professional Doctor of Management degree (D.Mgmt.) Revans University, Buckingham, England. He has the professional designations Certified Hotel Administrator (CHA) from the Educational Institute of the American Hotel & Lodging Association (AH&LA); Companion Fellow, International Management Centres Association (CIMCA); Distinguished Visiting Professor at the Johnson & Wales University, North Miami, Florida.

A recognized expert in tourism destination management, tourism policy issues and Human Resources Development in the hospitality and tourism sectors, Dr. Hall was a member of the 1991, Washington D.C. International Assembly of Tourism experts, brought together from twenty-one countries, to formulate the assessment framework for analyzing International Tourism Policy. He has published several academic papers and has made contributions to several tourism journals and books. Dr. Hall has presented related papers at tourism and hospitality conferences in North America, Europe and the Caribbean.

Between 1998 and 2003, he directed a team of Consultants who successfully developed and implemented the National Tourism Skills Matching and Electronic Labour Exchange System for the Jamaica Hotel and Tourist Association (JHTA). A program funded by the Inter American Development Bank.

Dr. Hall was a member of the Consulting team responsible for the development and implementation of the CHA's Regional Caribbean Tourism Certification Program (CARIBCERT), which has to date, certified some 3,500 persons in the region. His current assignment is that of Project Director, The JHTA Small Hotel Competitiveness Project, and a three-year project funded by the Multilateral Investment Fund (MIF) of the Inter American Development Bank (IADB).

He is also the Executive Director and senior consultant in the firm Tourism Research and Industry Training (TRAIT) Consultants Ltd. an organization providing professional consulting services to Caribbean tourism and hospitality organizations in three main areas: Tourism Research, Analysis, Planning & Development; Tourism Training and Human Resources Management and Hospitality Executive Search & Placement Services.

### **Kim Bascombe MSc, BSc**

Kim is a trained and qualified event manager and part time senior lecture at the University of the West Indies Mona Campus, with over ten (10) years experience in the of corporate events industry.

Her experience includes the strategic planning and execution of conferences, summits, trade shows and other corporate hospitality events within the Caribbean, the United States and the United Kingdom. She was ushered into the event industry in 1994 where she participated on the first international Sustainable Development of Small Island Developing States (SIDS) conference held in Barbados.

In that same year she also worked with the National Cultural Foundation under the direction of the then Music Officer David Jordan in the staging of the Opening Gala, Kiddies Kadooment and Party Monarch events respectively.

By 2000, Kim had been exposed to various aspects of logistics planning, crowd control, stage management, human resource management and fiscal prudence in the execution of events for well known event management companies Premier Event Services and the off shore event management company of Marcus Evans.

In 2003, Kim completed a Masters Degree in Event Management just in time to take on a lead role in managing one of the four commercial host rights granted to the WICB in the hosting of the ICC Cricket World Cup West Indies 2007. As the Commercial Project Officer she was responsible for developing the master plan to be rolled out across the nine host countries at the twelve participating venues. As Commercial project officer for Catering Vending & Concessions she was responsible for recruiting the events Official Caterer and working alongside the event official food and beverage sponsors - Pepsi.

Following the two year assignment on this project, Kim was invited to write and deliver the Event Management course in 2008 as part of the Tourism & Hospitality Masters Programme for the University of the West Indies Mona. Kim continues to deliver this course by distance to students at the Mona campus.

Other major projects include working on the of the Caribbean's first trade expo - titled "Seventeen countries one destination", held in London and hosted by the Barbados High Commission of London, leading the largest corporate event held in Jamaica, the Jamaica Employers Federation (JEF) convention held in May 2008 and also the Cuba Conference hosted by the Caribbean Research Policy Institute.

Kim is also passionate about service excellence and was a member of National Initiative for Service Excellence (NISE) planning team in the organizing of its national launch.

Kim is member of the team of May Hinds Consulting Inc and serves as Service Quality Communications Liaison Officer providing support for one of their major clients.

### **Carol Cadogan-Fox**

Carol Cadogan has an extensive career in tourism for the government of Barbados (USA 10 years), as well as being a director on the Board of the Barbados Board of Tourism, which has further served to expose the creative talents of this individual in the areas of marketing and "theme promotions" activity, which later translated into the realm of Interiors where a strong sense of tropical theming was reflected in her work.

Since 1996 she has operated Carol Cadogan Designs. The strengths of this Barbadian business lie in the unique imagery and style with which Ms. Cadogan portrays her vision of Barbados and the Caribbean. Carol Cadogan Designs focuses on local, regional and International projects which provide interior design and marketing opportunities.

Carol has successfully completed detailed Interior Design projects for such prestigious clients as, The Gems of Barbados Project, (Savannah Hotel, Blue Horizon, Time Out at the Gap and Silver Rock). The Barbados Hilton Hotel, Almond Beach Village and Almond Beach Club and Jolly Beach Hotel in Antigua.

As an Associate Consultant of May Hinds Consulting Inc., Carol has played an important role in the areas of plant design and interior décor for clients in the execution of the company's service quality initiatives.

Over the past several years her company has won top prize acclamation for trade show exhibition booths for the Barbados Government in Taejon, South Korea and the Barbados Tourism Authority at World Travel Market in London, England.

In Barbados, she has received Awards for her contribution to the Creative Arts with the Shabeau Trailblazer Award and the Icon Award in Fashion and Design 2008.

Carol is a voracious reader and has travelled extensively. Hobbies include cooking, entertaining and keeping fit. During her travels abroad she spends a great deal of time learning about the art and culture of the various countries. She is currently pursuing an art education course with a private tutor.

**Reudon A. Eversley, M.J. (Carleton), Dip. Th., J.P.**

Reudon Eversley, a Barbadian national, is a communication consultant with more than 20 years experience working at the regional and international level. He holds a Master's Degree in Journalism with International Development from Carleton University, Ottawa, Canada. The International Development component included a course entitled Tourism and International Development which he passed with an A. He also holds a Diploma in Theological Studies from Codrington College.

An accomplished journalist who specialised in covering economic and political issues in the Caribbean, Reudon formerly managed the editorial operations of the Caribbean News Agency (CANA) as Director of News and Current Affairs. He subsequently served as Editor of the Barbados Advocate and oversaw its restructuring and revitalization during his tenure from 1997 to 1999.

As a communication professional, Reudon has worked on a number of assignments for international organizations, private businesses including some involved in tourism, political parties and Governments. As Corporate Account Manager of JER Associates between 1996 and 1997, he managed the Public Relations accounts of British Airways, and Royal Westmoreland, among other clients. As Mr. Elvin Sealy, then BA manager, can confirm, BA was very satisfied with the innovative approach Reudon brought to managing the airline's brand image in Barbados and the Eastern Caribbean.

From 2001-2003, Reudon served as Communication Consultant in the Office of the Prime Minister of St Lucia during the tenure of Dr. Kenny Anthony. He authored a communication strategy to facilitate more effective communication between the Government and citizens. He did an evaluation of the Government Information Service (GIS), built capacity at the GIS by conducting training to sharpen writing, presentation and general public relations skills of information officer and, among other accomplishments, launched St Lucia Nationwide, a fortnightly newspaper supplement as a print media initiative to promote improved public awareness and understanding of Government's programmes and policies. He also conceptualized,

named and assisted with the launch of OECS News Link, a 15-minute newsreel heard weekdays on OECS radio stations.

Reudon has provided communications services to the Inter-American Institute for Cooperation on Agriculture (IICA), the former United Nations International Drug Control Programme. From 2005-2007, he served as a communication consultant to the Caribbean Regional Negotiating Machinery (CRNM) on a project to sensitize the Caribbean private sector about the region's external trade negotiations and mobilize their input. He also worked for the Caribbean Centre for Development Administration (CARICAD), the Pan American Health Organization (PAHO) and May Hinds Consulting Inc.

Currently serving as Communication Consultant to the Cabinet of Ministers of the Government of the Cayman Islands, Reudon has designed a comprehensive strategy to guide government communication. He fine-tuned the core message that drove the campaign on Constitutional Modernization which recently ended with national agreement on a new Constitution after an initial opposition. He has authored almost every major policy statement delivered by the Leader of Government Business (the premier) in the past year, including the 2008 Budget speech to the Legislative Assembly and the 2009 Strategic Policy Statement (STS) spelling out the priorities that will guide the formulation of the budget for the next fiscal year.

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